

25 April 1974

PLANNING MEMORANDUM

SUBJECT: An Application of Manpower Flow Analysis to the DDO

Introduction

A continuing DDO/OP joint study of staff personnel trends in the Directorate has already led the Chief of the []/DDO to several conclusions significant to future planning. The first is that a rapid exodus is underway of experienced officers who will need replacement. The second is that the pool of younger officers with the necessary experience to replace the experienced senior officers is not adequate. A third is that the dissolution of the "glut" of senior officers will leave the DDO in a more practical position to project input requirements on the basis of more accurate estimates of future needs, and, I would add, to accomplish personnel practices more supportive of balanced development with respect to age and grade structure and the operation of advancement incentives.

25X1 To assist the DDO in evaluating its future needs, Plans Staff/OP,
25X1 with the aid [] of the Information Science
Center and technical advice from [] O/Compt, has developed a computer-assisted manpower flow model that displays key data concerning on-duty strength, promotions, acquisitions, and separations and facilitates depiction of various planning options. Some of the data and an illustration of one planning option are presented in this memorandum, which will focus on the professional manpower of the DDO. Through happenstance, the data are based on calendar years, rather than fiscal years, which would be

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Next 3 Page(s) In Document Exempt

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those displayed in the planning option. From consideration of past years we can see how a rapid promotion policy from a lower grade combined with a conservative promotion policy out of the next higher grade can lead to a glut (a prime example is the case of the GS-12's).

Secondly I acknowledge that Directorates are not likely to actually set plan targets by grade and to allocate corresponding grade quotas to their various components. In practice, we know that the Directorate plans are very sensitive to the perceived manpower needs of the components. But as the Directorates review their component plans, it would be very useful for them to use an aggregate manpower model to provide them some basis for adjustments to plans and for consideration of the cumulative impact of the plans on their personnel and training policies. It is comparatively easy to update the target figures on the basis of program submissions and then to run the manpower flow analysis to find what adjustments should be made to the flow elements (promotions, acquisitions, separations).



Chief, Plans Staff
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Next 4 Page(s) In Document Exempt

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DEFINITION OF FLOWS

Positive Flows

Promotion + = the number added to a grade by promotion to the grade.

Acquisition + = additions through recruiting, lateral entry, organizational change, reclassification (such as technicians becoming professionals).

Negative Entries reflect net losses from organizational change and reclassification.

Negative Flows

Promotion - = the number departing the grade by promotion to another grade.

Separation - = losses through separation from the Agency; i.e., retirement, resignation, death, LWOP (extended).

PERS 1

KEY PROCEDURES AND CAPABILITIES

Enter number of grades to be considered

Enter the designators of the grades

Enter the number of years to be considered and the base year (designated)

Specify if both the base year and the target year are to be entered

If base year only, intermediate and out year will be calculated on the basis of the specified pluses and minuses

Enter for each grade the numbers for acquisitions, promotions in, promotions out, and separations

A separate print out calculates the net annual rate of change. For planning purposes, this can be compared to the required rate of change to see the extent of adjustment required.

If a target year is also specified,

Enter for each grade the numbers for promotions in, promotions out, and separations. (Acquisitions are not specified this time,)

Computer will generate planned and calculated figures for each year, generating a number of acquisitions that can be plus or minus signaling the amount of deficit or surplus that must be met by acquisitions, disposal, or change in promotion rate.

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Next 1 Page(s) In Document Exempt

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